# TEXAS EDUCATION AGENCY MISSION AND PHILOSOPHY

### *Mission of the Texas Education Agency*

The mission of TEA is to provide leadership, guidance, and resources to help schools meet the educational needs of all students and prepare them for success in the global economy.

### *Philosophy of the Texas Education Agency*

TEA's philosophy is to support the stakeholders of public education to best achieve federal, state, and local education goals for students.

This philosophy respects the primacy of local control so that the most important decisions are made as close as possible to students, schools, and communities. It is based on the idea that all parties, as well as every TEA employee, must work together efficiently and effectively to support and improve teaching and learning in Texas public schools.

TEA puts its philosophy into action with a consistent focus on results, fact-based decision-making and value-added analysis. Key to TEA's philosophy is the belief that every employee's job, and every business process, is tied to achieving the agency mission.

# Appendix F: Workforce Plan
## Fiscal Years 2009–2013

## I. Current Workforce Profile (Supply Analysis)

### Critical Workforce Skills

TEA provides leadership, resources, and guidance for the public school districts and charter schools in Texas. The following areas of expertise are critical to perform TEA's core business functions:

- Accreditation

- Assessment, Accountability, and Data Quality

- Data Analysis

- Financial Management

- Grants Administration

- Policy Planning/Research

- State Initiatives

- Standards and Programs

- Strategy Development/ Implementation/Evaluation

- Health and Safety

- Teamwork/Communication

- Change Management

The strategic focus of the agency is to move its workforce toward high performance, cost-effective, goal-oriented client services. In order to achieve this strategic focus, the agency will concentrate more of its efforts on cross-training and efficient project management.

### Workforce Demographics

#### Gender

The following chart illustrates TEA's workforce as of April 1, 2008. Of the 954 TEA employees, 66% are female and 34% are male. A large proportion of the workforce consists of former educators, who are predominantly female (see Figure 6).
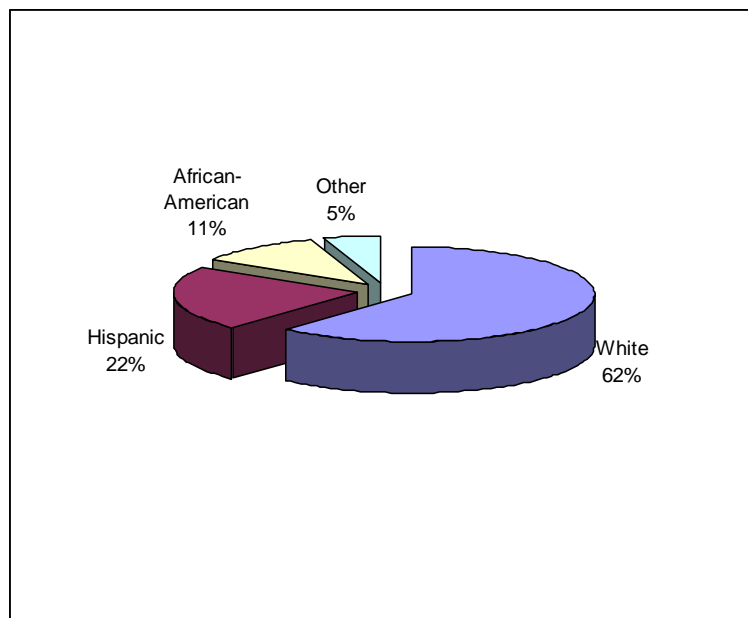
**Figure 1**
**TEA Workforce by Gender**



Male 34%

Female 66%
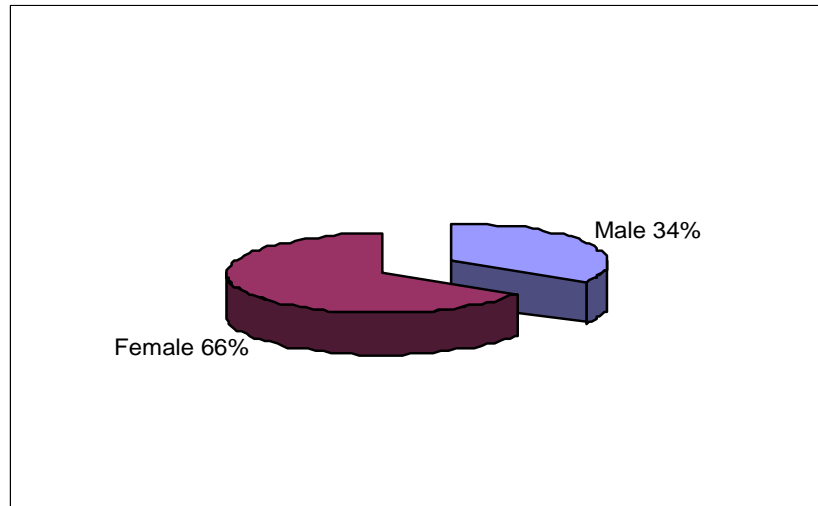
*Ethnicity*

As Figure 7 illustrates, just under two-thirds (62%) of TEA's workforce is White, while 22% is Hispanic and 11% is African American. The remaining 5% of the TEA workforce represents other racial and ethnic origins.

**Figure 2**
**TEA Workforce by Ethnicity**



African-American 11%

Other 5%

Hispanic 22%

White 62%

_Age_

Nearly three-quarters (74%) of TEA's workforce is over the age of 40, and 44% are over the age of 50 (see Figure 8). Many of TEA's education-related professional positions require several years of public school education experience, which is a contributing factor to the relatively high average age of the workforce.

**Figure 3**
**TEA Workforce by Age**
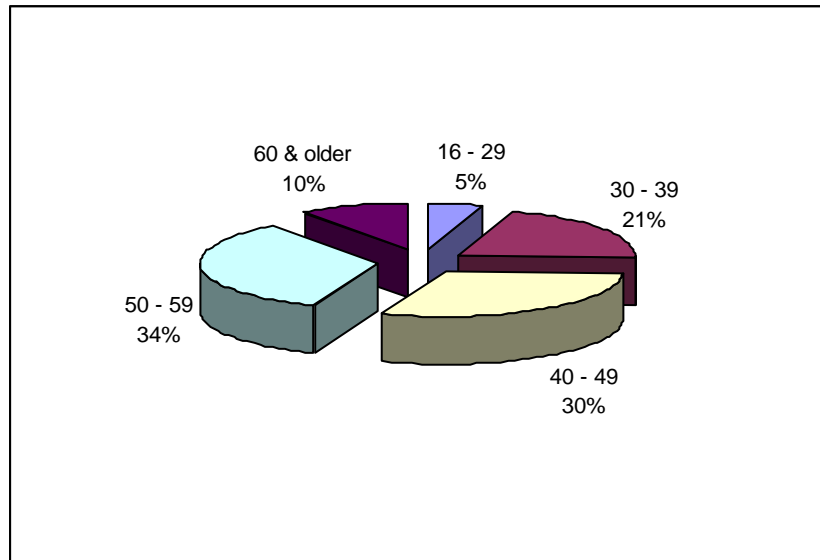


**_Employee Turnover_**
The agency's turnover rate was below the state's overall turnover rate for fiscal years 2001 and 2002. At the end of FY 2003, as mandated by the Texas Legislature, TEA reduced staff through a reduction in force (RIF). This action resulted in the separation of 300 employees, hence the high turnover rate of 39.36% in FY 2003. In addition, 31 employees left the agency in September of 2003 also due to the staff reductions. Nevertheless, the turnover rate at the end of FY 2004 had decreased to 20%, and the turnover rate for FY 2005 was 16.8%, just slightly higher than the state average of 16.6% (see Figure 9). As of the end of FY 2007, TEA's turnover rate was 12%, as compared to the state's average of 17.4%.

The employee exit survey for FY 2003 showed three main reasons employees separated employment with TEA: little or no opportunity for advancement, better pay and benefits, and the RIF.

In FY 2003, the agency's full-time employee (FTE) cap was 860.5. In FY 2004 and FY 2005, the FTE cap was 754.5. The FTE cap for FY 2006 was 797 and in

FY 2007 the cap was 781.  The legislature increased TEA's FTE cap for FY 2008 to 989.30 to assist with mandated HB1 positions.

**Figure 4**
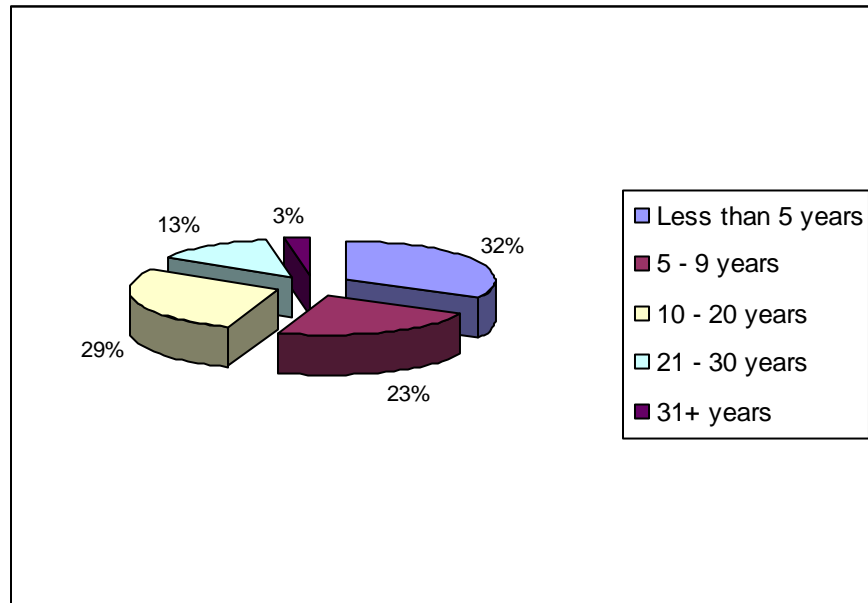**Employee Turnover Rate: TEA vs. State**

**Turnover**
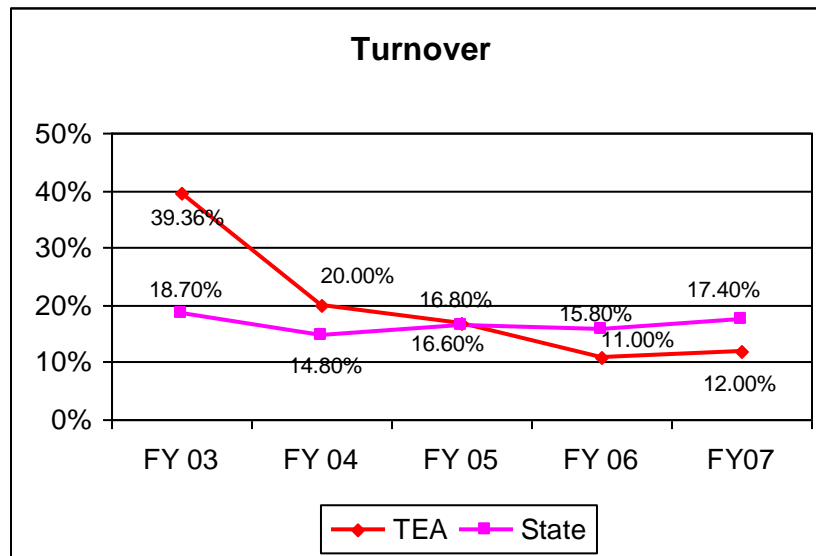


TEA provides various incentive/retention programs to help promote longer tenure, including the pay-for-performance merit system; one-time merits; recruitment/retention bonus program; tuition reimbursement program; employee service awards; telecommuting; compressed work hours; and an employee assistance program.  TEA's Quality Workplace Committee, made up of administrative to mid-level professional staff, responds to employee concerns regarding workplace issues or problems and recommends solutions.

FY 2004 was a transition period at TEA, during which managers and staff became accustomed to performing in a new organization.  Many agency employees learned new ways of performing their functions as a result of the reorganization.  Fortunately, adequate training and incentives have been provided to staff, which has contributed to the reduction in turnover noted in FY 2007.  Employees may experience longer tenure as they continue to grow in their knowledge and skills with their functional roles and agency culture.

*Tenure*
About a third (32%) of TEA's workforce have been with the agency for less than five years, while 23% have been employed for five to nine years, and 29% have been employed from 10 to 20 years.  Of the remainder, 13% of TEA's employees have worked for the agency between 20 and 30 years, and 3% have worked for the agency for over 30 years (see Figure 10).

**Figure 5**
**TEA Workforce by Agency Tenure**



*Legend:*
- Less than 5 years
- 5 - 9 years
- 10 - 20 years
- 21 - 30 years
- 31+ years

(Pie chart values: 32%, 23%, 29%, 13%, 3%)

### *Retirement*

TEA retirement incentive offered by the Texas Legislature in 2003 was an attractive option for many agency employees. The incentive paid out 25% of one's annual salary to employees eligible to retire during their first month of eligibility. TEA experienced a significant loss of institutional knowledge during the RIF in August of 2003, which included both retirees and RIF'd employees. TEA lost 20% of its employees due to retirement during this period.

Approximately 39% of TEA's authorized workforce is eligible to retire within the next five years, which will significantly lessen the agency's knowledge base. Figure 11 shows the percent of TEA workforce who will be eligible to retire in the coming years. With the anticipated loss of knowledge and expertise, TEA must cross-train and develop succession plans to bridge the gap and ensure continuity.

**Figure 6**
**TEA Current Workforce Eligible for Retirement in FY 08–13**
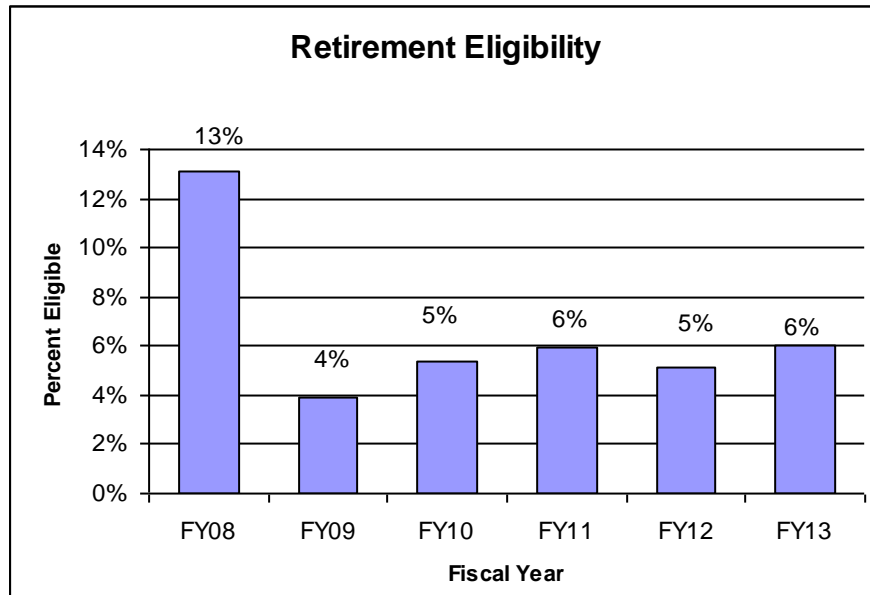


## II. Future Workforce Profile (Demand Analysis)

Due to the number of employees eligible to retire and an improving economy, TEA anticipates an increase in the attrition rate. Recruiting highly skilled individuals will be very important. Some of the skill sets needed will be in the systems analysis and planning and research fields. TEA will focus on recruiting for statisticians, researchers, and data management personnel.

### *Expected Workforce Changes*
TEA needs to be forward-looking with regard to workforce changes because about 39% of its workforce will be eligible to retire within the next five years. TEA plans to cross-train employees and develop succession plans to ensure continuity and prevent loss of institutional knowledge. In addition, the potential increase in vacancies, due to turnover/retirement will further increase the need to replace these vacancies with Generation X and Millennial candidates. With that in mind, there will be an anticipated increase in the amount of training time required.

During the 80th Texas Legislature, approximately 20 positions were allocated to the Investigations and Fingerprinting Division as part of the implementation of SB 9, which authorizes and requires criminal history information reviews for most educators and school employees. It is anticipated that this division may require additional positions to maintain this initiative in the future.

### Anticipated Increase/Decrease in Number of Employees Needed to Perform Core Functions

The FTE cap for TEA has increased due to positions given by the 79th Texas Legislature. These new positions were provided to hire HB 1 regulated employees to assist with the legislative demand of the Fingerprinting Division. If in the future, TEA is required to reduce the number of FTEs, contract help will be needed to accomplish the agency's mission. A development of this kind would require continuous training of contractors and would limit the prospect of succession planning, which provides access to helpful historical knowledge.

### Future Workforce Skills Needed

To effectively accomplish the mission and goals, TEA will continue to require competencies in the following areas:

- Data analysis

- Financial

- Grants administration

- Policy planning and research

- Standards and programs development, implementation, and evaluation

- Accreditation

- Computer information systems

- Teamwork and communication

- Change management

Without these competencies within its workforce, TEA would be required to seek contract help.

### Gap Analysis

TEA does not anticipate a shortage of workers; however, challenges could exist in recruiting exceptional candidates due to budgetary constraints. This could pose problems in hiring key management positions. Retention programs and a statewide examination of the creative use of benefits to offset relatively low salaries will be critical to ensuring the capacity, quality, and knowledge of employees in the agency and in the state workforce as a whole.

In addition, workforce skills will need to keep pace with evolving technology. The use of technology may eliminate the need for data entry positions. Many functions have been outsourced when cost-effective. State policy should examine alternatives that facilitate outsourcing while keeping agencies accountable for FTE caps.

***Strategy Development***

The mission of TEA's Human Resources Division is to provide quality customer service to our internal and external customers; to recruit qualified candidates; and to retain a capable and committed workforce that is strategically focused on managing and improving the Texas public education system's capacity for excellence.

Human Resources will continue to focus on the following programs in an effort to build and maintain an exceptional workforce:

- recruiting and retention programs

- recruitment plans

- career development programs

- succession planning

- leadership development

- organizational training and employee development